

# The Use of Digital Technologies in the Organization's Talent Management Framework

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## ABSTRACT

Today the staff embraces the internal potential of the organization, which is able not only to maintain the viability of business during the crisis period, but also to ensure its evolution in a favorable period. Well-defined digitization, which provides measures to overcome personnel resistance, allows organizations to reach a qualitatively new level and to provide competitive advantages due to the growth of personnel potential and efficiency.

## Keywords

Talent management in organizations, professional development, overcoming resistance, personnel development tools, change management.

## 1. THE SCIENTIFIC UNDERSTANDING ABOUT THE ROLE OF DIGITALIZATION IN ORGANIZATION'S TALENT MANAGEMENT FRAMEWORK

In modern conditions of managing domestic companies, special attention is paid to the formation of a strategic level of enterprise's competitiveness, which necessitates the search for ways to ensure sustainable competitive advantages for a company based on the professional competence of employees.

The development of competences is currently one of the main elements in the talent management system. At the same time, talents should possess a number of managerial competencies, a desire to grow, to manage their careers. And the company's management should for its part on the basis of individualizing the learning process principle, resort to such assessment tools, staff training and development as mentoring, coaching, building a hierarchy of goals, strategic sessions, HR-IS (Human resource information system), and also to employee retention and employee engagement programs, which allows each of them to achieve maximum efficiency. HR-IS is becoming more and more relevant, which was made to integrate business processes related to personnel and improve the interaction of all employees of the organization. Business process management technology is a set of applications and systems that support specialized tasks of managing "end-to-end" processes (modeling, implementation, operational management and administration, monitoring and analysis of performance indicators), ensuring a harmonious interaction of people and information systems, enterprise management. Starting the introduction of digital technology in business process management is to formulate the company's business strategy. On its basis, it is necessary to develop an automation strategy that includes the basic principles used in automating a company. Automation is just one of the ways to achieve

strategic business goals and not a process that develops according to its internal laws.

In western companies, the process of integrating employers and employees is accomplished through cloud-based HR-systems, HR-programs, mobile applications, social networks. Large organizations invest in human capital by acquiring talent management tools.

It is equally important to develop talents, improve them, direct them, inspire them, set new tasks for them, providing certain freedom of action. Interesting work encourages the employee to develop and search for solutions to problems. In accordance with this, organizational design should be transformed (position and work as an employee, and not vice versa).

## 2. COMPARATIVE ANALYSIS OF DEVICE OF DIGITALIZATION TALENT MANAGEMENT

Traditionally, the talent management system can be obtained as an HRM module, as a part of integrated ERP systems or as a separate software HRM product. The latter option is the most preferable for small or medium-sized enterprises, since the cost of full-featured systems is quite high. According to the latest report, which was published by company's research Gartner in 2015, the world leaders in the TMS market (Talent Management System) are such systems as SAP Success Factors Talent Solution, Oracle and Cornerstone OnDemand (Table 1).

All those ways of digitalization of talent management and conditions of use of this tool allow us to conclude that there is the necessity to develop a talent management strategy for. It should be aimed at creating a specific organizational culture that is able to provide motivation, loyalty and involvement, and retention of important employees for the organization.

## 3. THE RISKS OF PERSONNEL RESISTANCE WHEN INTRODUCING DIGITAL TECHNOLOGIES

It should be noted that the introduction of organizational and managerial innovations associated with the digitization of such a functional human resource management system is associated with certain risks, including the possible resistance of personnel [3, p.80].

K.Frelinger and I.Fisher in the book "Management of changes in the organization" led to the fact that when introducing any changes, a third of employees support the idea of transformations, another third relates to it quite neutral, and the last third is skeptical and even negative [6, p.102].

Table 1. Comparison of Means of Digitalization of Talent Management in the Organization

System	Explanations	Functional system
1.SAP Success Factors Talent Solution	is part of SAP Success Factors, a comprehensive HCM system for a company of the same name	recruitment, adaptation of new staff, staff training, activity control, compensation programs, career success, analytical module
2. Oracle Talent Management	is one of the modules of the Oracle HCM cloud system	talent search, personnel performance management, performance monitoring, career development, staff training
3. Cornerstone OnDemand	is a cloud talent management solution. Is an independent software product	recruiting, adaptation of new staff, training, constant informing employees about the company's affairs, activity control, compensation programs, employee success forecast, promotion along the career ladder, analyst. features: -open system architecture, thanks to which integration with databases is possible; -effective means of converting data into a format suitable for the system; -work with such databases as ADP, SAP, Oracle and others.

There are various forms of resistance to change. Passive resistance is expressed in concealing or ignoring information and decisions, postponing their adoption and execution, restrictions on the activities of initiators, intrigues aimed at splitting in the team. Active resistance may consist in issuing unreliable information, deliberately erroneous orders, breaking instructions, procedures, diverting resources to other goals.

Methods for overcoming resistance to changes by personnel, such as forced change management, adaptive changes, crisis management, the accordion method (I. Ansof), education and communication, employee involvement in decision making, facilitation and support, negotiation, co-optation, maneuvering, coercion (J. Kotter and L. Schlesinger) were developed in the 80s of the last century. They are quite popular and viable, and now, given the identified strengths and weaknesses.

#### 4. MANAGEMENT OF PERSONNEL RESISTANCE IN THE IMPLEMENTATION OF DIGITAL TECHNOLOGIES

In our opinion, the use of digital technologies in the organization's management talent framework, the approach to managing resistance to change on the as a part of staff needs to be changed: this cannot be viewed only as a reaction to the situation. Resistance management should be considered part of the mechanism of the organization's innovative development strategy. For example, at the beginning of the two thousandth, researchers D. Cohen and D. Cotter suggested that two opposite approaches to transformations are possible: logical ("see-feel-change") and emotional ("analyze-think-change").

The research of a number of large and medium-sized companies activities in developed countries allowed D. Cohen and D. Kotter to draw the following conclusion: in order to change people's behavior when innovations are introduced, it is important not only to acquaint them with the results of the analysis in order to influence their minds. It is important to help them see the truth and thereby affect their feelings.

It is necessary that both mental and psychology change, and in successful companies both are happening, but the main thing for change is a change in psychology. The "see-feel-change" approach is more powerful than the analyze-think-

modify approach. But the practical implementation of the emotional approach when introducing digital technologies in managing the talents of an organization seems to us to be rather complicated precisely because it requires a change in the thinking and psychology of personnel — a very long process and with a probabilistic nature of completion. But, of course, it is necessary to take into account the "emotional component." Referring to the research, three main approaches to the implementation of innovative strategies that take into account the resistance of staff are identified: coercive, adaptive and crisis [5, p. 69].

In solving the problem of using digital technologies in an organization's management talent framework into an organization's activities and taking into account the "emotional component", we will identify their features, which are associated with both manifestations of resistance and techniques that increase the effectiveness of approaches (Table 2).

The coercive, adaptive, and crisis approaches also have a common element - the driving forces that contribute to the effective implementation of innovative development strategies. Among them we can highlight the increase in staff turnover, worsening social and psychological climate, reducing sales, reducing cash flow, reducing product quality, increasing costs, lack of coordination between management subsystems, low labor productivity, high level of competition, presence of a charismatic and competent leader, participatory management style, administration support, understanding of the need for change.

It is hardly possible to implement compulsory, adaptive and crisis approaches to the introduction of digital technologies in the organization's talent management in a pure form, this is a kind of symbiosis. But in any case, it emphasizes the need for sufficient information work, intra-company communication, aimed at the formation and development of common interests of all stakeholders.

It can be concluded that the development of measures to introduce digital technologies in the management of the organization's talents into the organization's activities is possible only concerning the choice of a resistance management mechanism. Besides, it is necessary to take into account the fact that high-level digital technologies are not suitable for all organizations, but only for those which can afford substantial investments in the implementation of software in the talent management system.

Table 2. Approaches to the Management of Resistance in the Introduction of Digital Technologies in the Organization

Approach	The manifestation of staff resistance	Efficiency Improvements
1. Forced enforcement digital technology	<ul style="list-style-type: none"> <li>– unconscious reluctance (“let's begin to introduce digital technologies with Monday / new year”);</li> <li>– disbelief in digital technologies (“why do we need these new fancy things? I'm confusing zero, costs a lot”);</li> <li>– passive opposition, distortion and concealment of information on the progress of digital technologies introduction in the organization's talent management (“what the boss doesn't know, he doesn't suffer from it”)</li> <li>– ignoring (“real affairs are not a lot, so without me guys, I don't play these games”);</li> <li>– active opposition, sabotage with calls to return to the “old management system” (“half of the department is going to quit because of you, - bring everything back”).</li> </ul>	<ol style="list-style-type: none"> <li>1. Creating a social base for supporting the introduction of digital technologies in talent management organizations. This task is solved by determining the circle of persons (core) - supporters of innovation, by which it will be implemented. It is advisable to include informal leaders and young people who associate innovation with their professional, business and life perspectives.</li> <li>2. Extensive outreach on the effectiveness of digital technologies in the organization's talent management for all groups of stakeholders.</li> <li>3. Involvement and involvement in the development and implementation of digital technologies in the management of the talents of the organization.</li> </ol>
2. Adaptive digital adoption	personnel resistance is usually minimal, leveled at the stages of development and coordination.	<ol style="list-style-type: none"> <li>1. Personnel permutations to carry out gradually, "step by step."</li> <li>2. The project of introducing digital technologies in the management of the talents of the organization must first be coordinated at the level of functional executives, each of which gives its comments and considerations.</li> </ol>
3. Crisis introduction of digital technology	There is practically no resistance to the introduction of digital technologies in the organization's management of talents, but there is a panicky mood among the staff (“all this is done to dismiss all of us”).	<p>There are three alternatives:</p> <ol style="list-style-type: none"> <li>1. To convince the staff of the inevitability of the crisis, to outline the development prospects through the introduction of digital technologies in the organization's talent management.</li> <li>2. Without focusing on the crisis, prepare for ending it, getting out of it, devoting our efforts to combating possible panic and preserving our authority and image. Promote the need to go to a qualitatively different level.</li> <li>3. Before the onset of the present crisis, create an artificial one. “Throwing paint”, give staff the opportunity to come to the realization of the need to introduce digital technologies in the organization.</li> </ol>

Summing up, it should be noted that digitalization in talent management will help both large companies in identifying, motivating, controlling and maintaining the loyalty of their valuable staff, and medium-sized enterprises that can develop their employees, thereby improving the quality and quantity of professional growth. Digital technologies in talent management, implemented with consideration of measures to manage personnel resistance, will help management and HR professionals to look into the future with confidence, developing their human resources.

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